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Personnel—General

**“The Bedrock of Our
Profession”
White Paper 1986**

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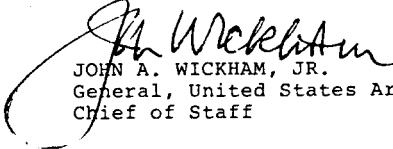
UNITED STATES ARMY
THE CHIEF OF STAFF

To: All Members of the Total Army

Last year, we achieved great success at all levels of the Army with the Year of Leadership. Leadership "made the difference," and many initiatives throughout the Army attest to the caring leadership which is being exhibited in the Army. This year, the Army theme is "Values." The Values Theme, however, is also an extension of the Leadership Theme, and leaders have a critical role in instilling and strengthening our Army values.

This White Paper establishes the basis for the Values Theme. It presents a historical perspective on values showing how our National values originated. It explains the professional Army ethic--the four core values of today's Army--and the four individual values we want to strengthen in every soldier and Army civilian.

We all share a responsibility for our Army values. Every member of the Army team must understand and be committed to the professional Army ethic and demonstrate that commitment in his or her actions. Only with complete involvement and unqualified support from the Total Army will we have an Army that meets our obligation to support and defend the Constitution of the United States. I challenge each of you to live our Army values and make our Army all it can be.


JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

PREFACE

“God grant that men of principle shall be our principal men.”

Thomas Jefferson

Personnel—General

**"The Bedrock of Our Profession"
White Paper 1986**

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.
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Chief of Staff*

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Contents (Listed by paragraph and page number)

Specialist Four Daniel Fernandez • 1, *page 1*

Army Themes • 2, *page 1*

Values • 3, *page 1*

A Historical Perspective • 4, *page 1*

The Professional Army Ethic • 5, *page 2*

Individual Values • 6, *page 3*

Values: The Bedrock of Our Profession • 7, *page 3*

The American's Creed — William Tyler Page • 8, *page 4*

1. Specialist Four Daniel Fernandez

Organization: U. S. Army; Company C, 1st Battalion, 5th Infantry (Mechanized) 25th Infantry Division

Place and date: Cu Chi, Hau Nghia Province, Republic of Vietnam, 18 February 1966.

Entered Service: Albuquerque, New Mexico

Born: 30 June 1944, Albuquerque, New Mexico

General Order Number: 21, Congressional Medal of Honor, 26 April 1967.

Citation: For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty. SP4 Fernandez demonstrated indomitable courage when his patrol was ambushed by a Viet Cong rifle company and driven back by intense enemy automatic weapons fire before it could evacuate an American soldier who had been wounded in the Viet Cong attack. SP4 Fernandez, a sergeant and two other volunteers immediately fought their way through devastating fire and exploding grenades to reach the fallen soldier. Upon reaching their fallen comrade the sergeant was struck in the knee by machinegun fire and immobilized. SP4 Fernandez took charge, rallied the left flank of his patrol, and began to assist in the recovery of the wounded sergeant. While first aid was being administered to the wounded man, a sudden increase in the accuracy and intensity of enemy fire forced the volunteer group to take cover. As they did, an enemy grenade landed in the midst of the group, although some men did not see it. Realizing there was no time for the wounded sergeant or the other men to protect themselves from the grenade blast, SP4 Fernandez vaulted over the wounded sergeant and threw himself on the grenade as it exploded, saving the lives of his four comrades at the sacrifice of his own. SP4 Fernandez' profound concern for his fellow soldiers, his conspicuous gallantry, and his intrepidity at the risk of his life above and beyond the call of duty are in the highest tradition of the U. S. Army and reflect great credit upon himself and the Armed Forces of his country.

2. Army Themes

The Secretary of the Army and I choose themes as a way to focus attention on issues important to our Army. They are not abandoned at the end of the theme year but rather are continued, thus providing a steady flow of ideas and programs that influence the following year's theme. In 1981 our theme, "Yorktown—The Spirit of Victory" reminded us of the historical roots of Army service to the Nation. The "Fitness" theme in 1982 emphasized soldiers fit to endure the rigors of combat. In 1983, we stressed overall quality with the "Army of Excellence." The year of the "Army Family" in 1984 directed our efforts to improving the quality of life of our soldiers and their families. We also emphasized the family of Army units and the family relationship of the Active and Reserve Components, and Army civilians. This past year, 1985, we placed our emphasis on "Leadership" and worked to fulfill our leadership goal:

"A Total Army whose leaders at all levels possesses the highest ethical and professional standards, committed to mission accomplishment, and the well-being of subordinates."

3. Values

a. The Army theme for 1986 is "Values." It builds upon and sustains the momentum we have gained from previous Army themes. We have sworn to support and defend our Constitution and the values that undergird the character of our great Nation. Our Oath of Commission, Oath of Enlistment, or Oath of Office requires that we live by the tenets of the professional Army ethic and those personal values that strengthen and enable us to execute the missions entrusted to us. Values are what we, as a profession, judge to be right. They are more than words—they are the moral, ethical, and professional attributes of character. Our character is what enables us to withstand the rigors of combat or the challenges of daily life that might tempt us to compromise our principles such as integrity, loyalty, or selflessness. Ultimately, strengthening the values that make up our character enables us to strengthen our inner self, strengthen our bonding to others, and strengthen our commitment to a higher calling.

b. We need a rock-solid ethical base because those who make moral decisions about right and wrong must themselves abide by the highest standards of behavior. This ethical base is the cornerstone of our Army because it governs the faith and trust that our subordinates have in their leaders, the support and resources that our fellow citizens are willing to entrust to our stewardship, and ultimately, our human capacity to prevail on the battlefield.

c. All of us must recognize that, in a society committed to "life, liberty, and the pursuit of happiness," there are many values which Americans profess, and which guide the American way of life. However, there are certain core values that must be instilled, in members of the U. S. Army—civilian and uniformed soldier alike. These are not the only values that should determine our character, but they are ones that are central to our profession and should guide our lives as we serve our Nation.

4. A Historical Perspective

a. The Secretary of the Army has articulated a two-tier concept for values that provides us an important historical perspective. The first tier encompasses universal values that are common to all soldiers in any era, in any army, and in any country. The second tier is based on the character of our Nation and explains why the American soldier is unique.

b. Included in this first tier are the values of discipline and stamina. The battle at Breed's Hill during the American Revolution illustrates these values. On 17 June 1775, in the face of withering fire from fourteen hundred entrenched Americans, twenty-two-hundred British soldiers assaulted the hill in three waves. The first wave was unsuccessful.

The soldiers of the second wave advanced in perfect formation, stepping over the bodies of their comrades from the first assault, but they too were unable to reach the top of the hill. The men of the third wave grounded their packs and made a do-or-die final assault. They succeeded in capturing the hill. These are enduring examples of great discipline in the face of deadly fire and the great stamina needed to sustain three charges. Of the original twenty-two-hundred, half were killed or wounded. They carried the day—uphill—thereby giving remarkable testimony to their discipline and their stamina.

c. Another universal soldier value is competence or skill. Basic soldier skills are common to all good armies. Loyalty, duty, and courage are three other universal values. Loyalty to both people and units must be demonstrated both up and down the chain of command, and to all with whom we are associated. Duty is the determination or will to accomplish a mission or perform a task, and is most often tested under adverse conditions. Courage should not be considered to be the absence of fear. Fear is a very real human emotion, and it can be overcome. Few professions require and respect courage as does the profession of arms.

d. Bonding is a desired by-product of the successful application of tier one values, and refers to the strong ties that develop between people who share adversity. Throughout time one of the primary reasons successful units and armies have fought well is the strong bonds felt by soldiers for their comrades. Bonding depends on mutual respect, patience, tolerance, and a whole-hearted willingness to be selfless towards one's fellow soldiers.

e. A second tier of values is composed of those principles of our democracy that came from the Judeo-Christian religious base, took form in the Magna Carta, and were given substance by the American Revolution. The Declaration of Independence and the Constitution of the United States forged citizen-soldiers with a unique perspective. This perspective is reflected in such American traditions as trial by jury, free exercise of religion, civilian control of the military, and procedural safeguards of the law. The Bill of Rights guarantees these and other rights and privileges against violation by the state. These values are reflected in the checks and balances embodied in the executive, legislative, and judicial branches of our government; in the necessity for active, reserve, and civilian members of the Armed Forces; and in the Uniform Code of Military Justice (UCMJ). These Western and American values also help shape our national policies and the way we conduct our military endeavors. Together, these tier two values comprise a way of life that includes our national heritage and reflect our national values.

f. These tier one and tier two values provide a historical framework for those core values which should guide soldiers and civilians in today's Army. Indeed, our Army values today are based on those which we share with soldiers from all times and places and on our distinctive national values. Found in our capstone Field Manual (FM) 100-1, The Army, the professional Army ethic and its supporting individual values provide us with the strength of character we need to fulfill our oath "to support and defend the Constitution of the United States."

5. The Professional Army Ethic

a. As a profession—a calling which demands of its members specialized knowledge and skills, established standards, and intensive preparation—it is imperative that the Army's members embrace a professional ethic.

b. The professional Army ethic articulates our values, and applies to all members of the Department of the Army, including active and reserve uniformed members and Department of the Army civilians. The ethic sets the context for those of us in the Army—service to the Nation. Our ethic conveys the sense of purpose necessary to preserve the Nation even by the use of military force.

c. Loyalty to the Nation, to the Army, and to the unit is essential. Our oaths require loyalty to the Nation and involve an obligation to support and defend the Constitution of the United States. Loyalty to the Army means supporting the military and civilian chain of command. This demands total adherence to the spirit and letter of the lawful order. Loyalty to the unit is an expression of the obligation between those who lead, those who are led, and those who serve alongside the soldier. The obligation does not permit the wasting of lives, but demands devotion to the welfare of one's comrades. It instills a sense of dedication and pride in the unit producing cohesion and care for fellow soldiers.

d. Duty is a hallmark of loyalty, but is also a value in and of itself. We define duty as obedience and disciplined performance—despite difficulty or danger. This personal act of responsibility is proof the soldier is living up to his or her obligation as a member of the Army. Duty can be seen in the accomplishment of all assigned tasks to the fullest of one's capability, abiding by all commitments, formal or informal, and by seizing opportunities to improve oneself for the good of the group. Duty requires each of us to accept responsibility not only for our own actions, but also for the actions of those in our charge.

e. Selfless service puts the welfare of the Nation and the accomplishment of the assigned mission before individual welfare. All who serve the Nation must resist the temptation to pursue self-gain, personal advantage, and self-interest ahead of the collective good. Other considerations notwithstanding, what is best for the Nation comes before personal interests. The Army cannot function to the best of its abilities if its members become a collection of self-serving individuals. Selfless service leads to teamwork where motives of self-gain are subordinated to the collective good of those whom we serve. Military service demands the willingness to sacrifice—even to the extent of expecting soldiers to give their lives and even the lives of their fellow soldiers in defense of the Nation.

f. Integrity is the thread woven through the fabric of the professional Army ethic. Integrity is commonly understood as honesty, uprightness, or the avoidance of deception. In fact it goes beyond these terms and means "unswerving

adherence to standards of behavior (values).” Integrity demands a commitment to act according to the other values of the professional Army ethic. It is the basis for trust and confidence that must exist between the leaders and the led. Furthermore, integrity is demonstrated by propriety in one’s personal life. Integrity means that our personal standards must be consistent with the professional values we hold. If we compromise our personal integrity, we will be unable to maintain the bonds of trust upon which our leadership relies.

6. Individual Values

a. Within each soldier and Army civilian, we want to develop the professional Army ethic by strengthening four individual values: commitment, competence, candor, and courage.

b. Commitment. Our Army must have soldiers and civilians who are dedicated to serving their nation and who are proud to be members of the Total Army. Patriotism and esprit de corps are ways in which commitment is manifested. This commitment to service may ultimately represent a willingness to risk one’s life in defense of our Nation. On a day-to-day basis, commitment to the unit is vitally important. Each soldier and Army civilian is a member of a team. This team only functions well when every player executes his or her assignment. Soldiers and Army civilians must be committed to working as members of a team and must realize that others depend on them.

c. Competence. We have a moral obligation to work toward being competent members of the Army. Crews, squads, and sections can only function effectively if the members know their jobs, do their best, and have developed their abilities to the utmost. Thus, competence directly relates to success on the battlefield. The increasing complexity of our weapons and other systems demands a high level of proficiency. What has not increased, however, is the time available for training. To make the best use of the time, all soldiers and Army civilians must be dedicated to learning their jobs thoroughly and maintaining their expertise. Competence is also important because when soldiers and Army civilians know they are part of a unit whose members are well-trained, dedicated professionals, they gain confidence, pride, and unit esprit.

d. Candor. Candor, quite simply, is honesty and fidelity to the truth. Few values are more basic and fundamental to our Nation and particularly to our Army. There is no time in combat to verify reports or question the accuracy or completeness of information, or test the reliability of equipment. People’s lives are at stake. But it goes beyond combat. If we cannot rely on each other to be honest and truthful in our dealings with one another, then we cannot get the job done. However, personal candor is not enough. We must demand and expect honesty from all members who are in the Army or who work for the Army.

e. Courage. The ability to overcome fear and carry on with the mission is what makes it possible for soldiers to fight and win against overwhelming odds. American history is full of examples of valor by brave soldiers who accomplished the seemingly impossible. Ask them and they will tell you that they were just as afraid as the next soldier, but managed to overcome their fear. Courage, however, goes beyond the physical dimension. Moral courage, the courage of one’s convictions, is equally important. It takes a different kind of courage to stand up for what you believe is right, particularly when it is contrary to what others around you believe. Each of us must persevere in what we know is right and not make it easy for friends, peers, comrades, or superiors to do the wrong thing. Our moral principles must not be compromised because of the situation or circumstances. This does not mean that every order or policy is to be questioned, but if soldiers or civilians truly believe that something is not right, they have the responsibility to make their views known.

7. Values: The Bedrock of Our Profession

a. We need to develop and maintain strong individual and professional values because decisions frequently involve tough ethical choices. They are not merely cases of mechanical application of academic principles or bureaucratic policies. These choices may bring forth dilemmas of conscience and foster strong feelings. All soldiers and Army civilians, for example, must understand the difference between concern for self-advancement which will benefit others and a desire for increased rank or power for self-glorification. In short, selfless ambition is “others” oriented and contributes to a strong unit, organization, and family, and ultimately to a better Army. This is the type of ambition we should reward and try to nurture in our personal lives.

b. Each of us has to understand the oath we take and its implications for national security. We must achieve a balance between unswerving loyalty to our institution and healthy criticism. These are difficult issues, but the professional Army ethic helps us make the tough choices. It guides us, as the United States Military Academy Cadet Prayer aptly states, “to choose the harder right instead of the easier wrong and never be content with the half truth when the whole can be won.”

c. General George C. Marshall addressed the necessity for a strong values this way: “The soldier’s heart, the soldier’s spirit, the soldier’s soul are everything. Unless the soldier’s soul sustains him, he cannot be relied on and will fail himself and his country in the end.”

d. During this theme year, we want to become an Army in which all soldiers and Army civilians understand the reasons for their service in the Army. We urge all of you to establish goals for your military or governmental service. We want you to articulate what those goals are—what you want to achieve in the Army, why you have chosen those goals, and how you intend to reach them. Rededicating ourselves to the professional Army ethic and to those individual

values which support the Army way of life will help us to maintain an Army of excellence and to preserve freedom and justice for all our citizens.

e. Values are the bedrock of our profession.

8. The American's Creed — William Tyler Page

I believe in the United States of America as a Government of the people, by the people, for the people; whose just powers are derived from the consent of the governed; a democracy in a republic, a sovereign Nation of many sovereign States; a perfect Union, one and inseparable, established upon those principles of freedom, equality, justice, and humanity for which American patriots sacrificed their lives and fortunes. I therefore believe it is my duty to my Country to love it; to support its Constitution; to obey its laws; to respect its Flag; and to defend it against all enemies.

(Accepted on the part of the United States by the Commissioner of Education and by the Speaker of the House of Representatives on April 3, 1918.)

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